THE WORKPLACE INNOVATION CENTRE

FINAL REPORT

1988–89 and 1989–90

91-05556/

Minister of
Education and Training

Room 168
Legislative Building
Winnipeg, Manitoba, CANADA
R3C 0V8

To His Honour,
George Johnson,
Lieutenant-Governor of Manitoba.

May It Please Your Honour:

I have the privilege of presenting for the information of Your Honour the Annual and Final Reports of the Workplace Innovation Centre covering the period from April 1, 1988 to March 31, 1990.

As part of the 1989–90 Estimates planning process, an assessment of the Centre's mandate was made and a decision taken to discontinue operations. That process has now been completed, and the information pertaining to the financial accounts of the Centre is disclosed within these Reports.

Respectfully submitted,

Honourable Len Derkach
Minister of Education and Training

The Honourable Leonard Derkach
Minister Responsible for the
Workplace Innovation Centre

Dear Sir:

We have the honour of presenting to you the Annual Report of the Workplace Innovation Centre for the fiscal year ended March 31, 1989 and the Final Report covering the period of April 1, 1989 to March 31, 1990.

Vera Chernecki
Chairperson
The Workplace Innovation Centre

John Fulton
Vice–Chairperson
The Workplace Innovation Centre

TABLE OF CONTENTS

THE WORKPLACE INNOVATION CENTRE
1988–89 ANNUAL REPORT
AND
1989–90 FINAL REPORT

PAGE

Mission Statement 1

Board of Directors 2

Staff Members 2

Executive Report 3

Auditor's Report (1988–89) 7

Financial Statements (1988–89) 8

Auditor's Report (1989–90) 11

Financial Statements (1989–90) 12

MISSION STATEMENT

The following mission statement was adopted by the Board of Directors and is based on the mandate outlined in The Workplace Innovation Centre Act:

The Workplace Innovation Centre promotes and facilitates the collaborative approach between management and employee groups in addressing the human dimensions surrounding the introduction of new systems and technology into the workplace. With the involvement of business, labour, education and government and through the promotion of equitable distribution of technological risks and rewards, The Centre provides education, consultation, and research services to organizations within the Province of Manitoba.

Focusing on client consultation supported by education and research, The Centre is required to:

i) actively increase public awareness with regard to the impact of technological change in the workplace.

ii) provide expertise to organizations anticipating or experiencing the impact of technological change on their workplace.

iii) support research relevant to the introduction and impact of innovative change on all individuals within the workplace.

BOARD OF DIRECTORS
1988/89

REPRESENTING BUSINESS

Terry Hercus	University of Manitoba, Winnipeg
Murray Auld	Former President, Bristol Aerospace, Winnipeg
John Fulton Vice-Chairperson	INCO Limited, Thompson
Sandra McKnight	The Manitoba Co-operator, Winnipeg

REPRESENTING LABOUR

Keith Norton	Canadian Union of Public Employees, Winnipeg
Vera Chernecki Chairperson	Manitoba Organization of Nurses Associations, Winnipeg
Maggi Hadfield	Communications and Electrical Workers of Canada, Winnipeg

REPRESENTING THE GOVERNMENT OF MANITOBA

Roxy Freedman	Department of Family Services, Winnipeg
Doris Mae Oulton	Manitoba Women's Directorate, Winnipeg

REPRESENTING POST SECONDARY EDUCATION

Errol Black	Brandon University, Brandon
Joel Novek	University of Winnipeg, Winnipeg

MEMBERS-AT-LARGE

Sharon Reilly	Manitoba Museum of Man and Nature, Winnipeg

*The Board of Directors consists of 14 positions, 2 of which were vacated by resignation.

STANDING COMMITTEES

Executive Committee, Vera Chernecki, Chairperson
Finance Committee, Sandra McKnight, Treasurer
Personnel Committee, Sandra McKnight, Chairperson
Planning Committee, Errol Black, Chairperson

STAFF MEMBERS

John Roll, Executive Director (deceased February 1989)
Helen Maupin, Project Co-ordinator, A/Executive Director
Irene Hayton, Administrative Assistant

EXECUTIVE REPORT

The Workplace Innovation Centre came into existence in 1985 following the needs assessment conducted by an Interim Board of Directors. The Centre was designed as a unique response to the challenges employers and employees face when introduced to new technologies. It is administered by a 14-member Board of Directors representing business, labour, government, education and the community at large, and is a comprehensive resource to help ensure a smooth transition into the new age of technology.

As a catalyst for encouraging a cooperative approach to technological change, the Centre works to minimize technology's more disruptive consequences to people's lives, and maximize its benefits for all Manitobans. As a facilitator to change, the Centre brings management and labour together to solve fairly and equitably problems that may arise from the introduction of new technologies.

The 1988-1989 fiscal year was the third year of operation for The Workplace Innovation Centre. The Board of Directors met several times in this period to further its work of establishing policies and procedures to guide The Centre's operations.

On September 26, 1988, the Board of Directors was informed by the Minister responsible for The Centre that funding would cease as of the end of the 1988/89 fiscal year. The Board accordingly put into place a wind-down strategy in order to complete existing projects and obligations.

The following report covers the activities of The Workplace Innovation Centre during the period April 1, 1988 to March 31, 1989. In keeping with the mission statement of The Centre, staff activities were in three main areas of endeavour: education, consultation and research. Following is a brief description of The Centre's work in each area.

Education

An important part of The Centre's mandate is to inform the public, business and labour groups about the effects of new technology on employees in the workplace.

To this end, The Centre embarked on a series of public breakfast seminars entitled "People and Technology", dealing with different aspects of technology in the workplace. Due to the Manitoba Government's decision to close the Centre, only two such seminars were held.

- **Women's Issues in the Workplace**
  Speaker: Bev Suek, Chairperson Manitoba Advisory Council on the Status of Women
  Topic: "How technology changes the traditional roles of women in the workplace."
- **Employee Involvement**
  Speaker: Bill Stokes, Productivity Co-ordinator, City of Calgary
  Topic: "Creating a workplace atmosphere of commitment and excellence through active employee participation."

In addition to holding the breakfast seminars, The Centre also actively sought opportunities to speak to the public about its services. As a result, the staff addressed a variety of professional associations, conferences and other organizations in the past year.

Further to these educational activities, The Workplace Innovation Centre developed an Information Resource Service intended to assist clients, potential clients, researchers and staff to find pertinent information in the current literature on technological change and its effects on employees in the workplace.

Consultation

The consultation activities of the Centre include working with clients to plan the introduction of new technology in order to minimize the negative effects of change and to resolve any workplace problems which may arise as a result of an organization's management or procedural structures.

In 1988-1989, the Centre expanded its client list considerably. The following list of clients provides a description of the varied consulting activities of the Centre.

Women's Health Clinic

Contact: Madeline Boscoe,
Co-ordinator, Program Development

In response to its funder's request to participate in a province-wide data base system, the Women's Health Clinic planned to automate selected administrative functions within their facility. A number of implementation concerns were identified by Clinic staff — technology compatible with human needs, fair and appropriate integration of automated tasks into existing roles, joint management/worker planning, comprehensive management of occupational health and safety issues related to automation, and staff retraining and support during the implementation phases. Staff of The Workplace Innovation Centre provided consulting support over an extended period of time until their services were no longer required.

Standard Aero

Contact: Robert Despins,
Co-ordinator, Training and Development, Winnipeg

Staff of The Workplace Innovation Centre provided information and consulting services to Standard Aero which focused on managing the resistance to technological change being experienced by an aging workforce.

Alphair Ventilating Systems, Inc.

Contacts: Ernest Reimer,
General Manager,
Peter Jackson,
Chief Engineer, Winnipeg

The Engineering Department of Alphair purchased an Autocad computing system to assist with the design of production orders. The system was designed to improve the accuracy of the completed drawing and the productivity of the design draftsperson and to reduce the cost of the completed product because of the ability to utilize standardized designs. The Centre's staff interviewed employees in the Engineering Department to define the problems identified with the introduction of the Autocad system. A number of recommendations emerged from this analysis and were presented to the corporation.

Dominion Bridge

Contact: Wayne Stewart,
General Manager,
Winnipeg

After significant lay-offs and plant shut-downs, the Executive Officers of Dominion Bridge felt it was crucial to look for a new way to conduct business in a very competitive global marketplace. Staff of The Workplace Innovation Centre were invited into the organization to help support its 'search for excellence'. Considerable time and energy was spent with the management team conducting interviews and holding discussions regarding potential options. After considerable deliberation, the decision was made to seek consulting support from the United States. The corporation's rationale for this choice was based on the specific support (Statistical Process Control/Deming's Philosophy) and ideology that has been linked to Japan's economic success. The Workplace Innovation Centre favoured this choice and was pleased to be a part of the decision-making process.

Manitoba Telephone System

Contacts: Louise Soni, Manager
Jo-Anne Sawyze,
Service Assistant,
Winnipeg Operator
Services

In 1986, after reporting several electric shock incidents experienced as emitting from their work stations, operators of the Manitoba Telephone System walked off their job site. Analyses were conducted on the equipment and the resulting conclusion was that operators were experiencing a normal amount of static electricity in the air but the stressful nature of their work led to an exacerbated response. Both the machine pacing associated with the work and the monotony of the tasks were seen as underlying sources to the problems being experienced by operators and managers.

The Workplace Innovation Centre in collaboration with Bert Painter from Vancouver worked with a Design Team in MTS Operator Services to improve customer service and enhance the working environment by reorganizing work, improving communications, empowering employees and managers and defining customer satisfaction. The Trial Change Project began in June, 1988 and is likely to continue for some time (1 to 3 years) in order for the trial changes to be implemented into the whole of Operator Services and MTS.

Research

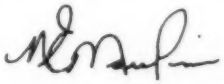
The third priority for The Workplace Innovation Centre's activities is research into the social issues of technological change and encouragement to technical researchers to consider the operators of new equipment being developed. To this end, The Centre became a sponsor for a Natural Sciences and Engineering Research Council, Industrial Research Chair at the University of Manitoba.

The Centre has also been active with a Federal/Provincial/Territorial Working Group considering the social and cultural impact of science and technology for the Council of Science and Technology Ministers of Canada.

In conclusion, the Board and staff of The Centre would like to pay tribute to the significant contribution of Mr. John Roll, Executive Director of The Centre from its inception until his departure in November 1988 due to illness. Mr. Roll's leadership did much to establish the reputation of The Workplace Innovation Centre as a pioneering initiative in its field. The Board heard with sadness of Mr. Roll's untimely death in February 1989.

Vera Chernecki — Chairperson

John Fulton — Vice-Chairperson



Helen Maupin — Acting Executive Director

Manitoba

THE WORKPLACE INNOVATION CENTRE

REPORT OF THE PROVINCIAL AUDITOR'S OFFICE

We have examined the financial statements, being Exhibits A and B, of The Workplace Innovation Centre for the year ended March 31, 1989. Our examination was made in accordance with generally accepted auditing standards, and accordingly included such tests and other procedures as we considered necessary in the circumstances.

In our opinion, these financial statements present fairly the financial position of The Workplace Innovation Centre as at March 31, 1989 and the results of its operations for the year then ended in accordance with the accounting policies stated in note 2 to the financial statements applied on a basis consistent with that of the preceding year.

F. H. Jackson, CA,
Provincial Auditor.

July 28, 1989
Winnipeg, Manitoba.

Exhibit A

THE WORKPLACE INNOVATION CENTRE
Balance Sheet
as at March 31, 1989
(with 1988 figures for comparison)

ASSETS

	1989	1988
Current		
Cash	$ 20,821	$ 62,980
Accounts receivable	9,789	—
Prepaid expenses	2,556	3,400
	33,166	66,380
Fixed, at cost (Note 2b)		
Furniture and equipment	—	56,682
Leasehold improvements	7,483	7,483
	7,483	64,165
	$ 40,649	$ 130,545

LIABILITIES AND FUND BALANCE

Current		
Accounts payable	$ 8,759	$ 9,735
Total liabilities	8,759	9,735
The Workplace Innovation Centre Fund -		
Funds retained for working capital and future operations:		
Balance, beginning of year	56,645	217,518
Excess of expenditures over revenues for the year, Exhibit B	(32,238)	(160,873)
Balance, end of year	24,407	56,645
Investment in fixed assets (Note 2b)	7,483	64,165
	$ 40,649	$ 130,545

Exhibit B

THE WORKPLACE INNOVATION CENTRE
Statement of Revenues and Expenditures
for the year ended March 31, 1989
(with 1988 figures for comparison)

	1989	1988
Revenues:		
Grant received from the Government of the Province of Manitoba — Jobs Fund Trust Account	$ 223,400	$ 114,824
Interest	1,716	6,067
Project	950	792
Seminars	1,613	—
Contracts	43,793	—
	271,472	121,683
Expenditures:		
Accounting and audit	7,956	6,980
Bad debts	2,487	—
Board travel and expenses	4,119	4,322
Conference and seminar expenses	9,869	28,425
Consultant's fees and expenses	17,605	36,672
Furniture and equipment	1,239	2,688
Equipment rental, maintenance and repairs	8,231	7,346
Miscellaneous	1,856	2,098
Office supplies, printing and postage	16,815	10,007
Rent — office and parking	24,203	24,636
Research Grant — University of Manitoba	10,000	—
Salaries and benefits	142,458	136,242
Staff recruitment and development	1,959	5,190
Staff travel and expenses	8,089	14,031
Telephone	4,223	3,919
	261,109	282,556
Excess of revenues over expenditures (expenditures over revenues), before extraordinary items	10,363	(160,873)
Extraordinary items:		
Proceeds from the sale of furniture and equipment	17,399	—
Funds returned to the Government of the Province of Manitoba — Jobs Fund Trust Account	(60,000)	—
	(42,601)	—
Excess of expenditures over revenues, Exhibit A	$ (32,238)	$(160,873)

THE WORKPLACE INNOVATION CENTRE

Notes to Financial Statements

March 31, 1989

1. **Incorporation and Function**

The Workplace Innovation Centre was established in 1985 by an Act of the Legislature, The Workplace Innovation Centre Act.

The Centre was established to address the human dimension of technological change through the involvement of business, labour, education, government and the community in innovative ways of working together to promote the principle of equitable distribution of the risks and rewards of technological change.

The Centre has commenced winding up its operations.

2. **Accounting Policies**

a) **General**

The accompanying financial statements have been prepared on an accrual basis, except that purchases of fixed assets are charged to operations in the year of acquisition.

b) **Fixed Assets**

The balance sheet reflects fixed assets at cost with a corresponding credit to "Investment in fixed assets". The Centre's policy is to remove the cost of all physical assets from the accounts which have

— become obsolete during the year,
— been sold or otherwise disposed of during the year, or
— in the case of leasehold improvements, a full write-off will be recorded at the termination of the lease period.

c) **Services Provided by the Government of the Province of Manitoba**

The cost of services provided by the Government of the Province of Manitoba as outlined in Note 3 are not reflected in these financial statements.

3. **Services Provided by the Government of the Province of Manitoba**

The Government of the Province of Manitoba provides legal services at no charge to the Centre. The cost of these services has not been estimated.

4. **Lease Commitment**

The Centre has a commitment of $8,350 for leased facilities to August 31, 1989.

Manitoba

THE WORKPLACE INNOVATION CENTRE

REPORT OF THE PROVINCIAL AUDITOR'S OFFICE

We have examined the balance sheet of The Workplace Innovation Centre as at March 31, 1990 and the statement of revenues and expenditures for the year then ended. Our examination was made in accordance with generally accepted auditing standards, and accordingly included such tests and other procedures as we considered necessary in the circumstances.

In our opinion, these financial statements present fairly the financial position of The Workplace Innovation Centre as at March 31, 1990 and the results of its operations for the year then ended in accordance with the accounting policies stated in note 2 to the financial statements applied on a basis consistent with that of the preceding year.

F. H. Jackson, CA,
Provincial Auditor.

September 19, 1990,
Winnipeg, Manitoba.

Exhibit C

THE WORKPLACE INNOVATION CENTRE
Balance Sheet
as at March 31, 1990
(with 1989 figures for comparison)

ASSETS

	1990	1989
Current		
Cash	$ 16,495	$ 20,821
Accounts receivable	–	9,789
Prepaid expenses	–	2,556
	16,495	33,166
Fixed		
Leasehold improvements	–	7,483
	–	7,483
	$ 16,495	$ 40,649

LIABILITIES AND FUND BALANCE

Current liabilities		
Accounts payable	$ 3,288	$ 8,759
The Workplace Innovation Centre Fund –		
Funds retained for working capital and future operations:		
Balance, beginning of year	24,407	56,645
Change in fund balance for the year	(11,200)	(32,238)
Balance, end of year	13,207	24,407
Investment in fixed assets	–	7,483
	$ 16,495	$ 40,649

The notes are an integral part of these financial statements.

Exhibit D

THE WORKPLACE INNOVATION CENTRE
Statement of Revenues and Expenditures
for the year ended March 31, 1990
(with 1989 figures for comparison)

	1990	1989
Revenues:		
Grant received from the Government of the Province of Manitoba – Jobs Fund Trust Account	$ –	$ 223,400
Interest	–	1,716
Project	–	950
Seminars	–	1,613
Contracts	–	43,793
	–	271,472
Expenditures:		
Accounting and audit	1,500	7,956
Bad debts	–	2,487
Board travel and expenses	–	4,119
Conference and seminar expenses	–	9,869
Consultant's fees and expenses	–	17,605
Furniture and equipment	–	1,239
Equipment rental, maintenance and repairs	–	8,231
Miscellaneous	30	1,856
Office supplies, printing and postage	1,816	16,815
Rent – office and parking	8,763	24,203
Research grant – University of Manitoba	–	10,000
Salaries and benefits	91	142,458
Staff recruitment and development	–	1,959
Staff travel and expenses	–	8,089
Telephone	–	4,223
	12,200	261,109

Statement of Revenues and Expenditures continued

	1990	1989
Excess of revenues over expenditures (expenditures over revenues), before extraordinary items	(12,200)	10,363
Extraordinary items:		
Proceeds from the sale of furniture and equipment	1,000	17,399
Funds returned to the Government of the Province of Manitoba	–	(60,000)
	1,000	(42,601)
Change in fund balance	$ (11,200)	$ (32,238)

The notes are an integral part of these financial statements.

THE WORKPLACE INNOVATION CENTRE

Notes to Financial Statements

March 31, 1990

1. Nature of Operations

The Workplace Innovation Centre was established in 1985 by an Act of the Legislature, The Workplace Innovation Centre Act.

The Centre ceased operations on March 31, 1989. All expenditures incurred during the year ended March 31, 1990 relate to the winding up of the organization, and no further expenditures are anticipated. The funds on deposit will be used to discharge the existing liabilities and the unexpended balance remitted to the Province.

2. Accounting Policies

a) General

The accompanying financial statements have been prepared on an accrual basis, except that purchases of fixed assets are charged to operations in the year of acquisition.

b) Services Provided by the Government of the Province of Manitoba

The cost of services provided by the Government of the Province of Manitoba as outlined in Note 3 are not reflected in these financial statements.

3. Services Provided by the Government of the Province of Manitoba

The Government of the Province of Manitoba provides legal, accounting and printing services at no charge to the Centre. The cost of these services has not been estimated.

Manitoba